

APP BRIEFING NOTES FOR DIRECTOR OF PERSONNEL

Some sections of the APP were not consolidated for this presentation. Part II of the original APP is omitted since it would only have contained statistical information on past performance as provided to the Directorates by the Office of Personnel (such as Promotions by Age Groups, Separations of Staff Personnel by category of reasons, Fitness Report Ratings by grade levels, etc.). Although useful as background, it would have added nothing to the plans as presented. The Training Sections, Desired Alterations in Skills, Conversion to Career Employment Status, and Estimated Voluntary Retirees of Part I were not consolidated for the following reasons:

**TRAINING:** These reports consist primarily of lists of courses and numbers of employees to attend them. Because of the varying requirements of the Directorates, these lose all validity when consolidated. Such data should be presented independently by the Directorates if it is felt necessary that these plans be reviewed at the Management Committee or the DCI level. The real purpose of this section in the APP is to alert the Directorate level to their skills requirements and the plans for satisfying them. They do not lend themselves to providing valid information on an Agency-wide basis.

**ALTERATIONS IN SKILLS:** The Alterations in Skills section also loses validity when presented as an Agency whole. The section was designed to show a change in direction or program which would affect the mix of skills required in a given element. As prepared, only two components, Office of Communications and NPIC, showed a significant change and both indicated the new skills required would be achieved by in-house training of personnel having skills no longer needed, but akin to the new requirement. DDS&T listed an increase for a large number of personnel with certain scientific and engineering skills, but they do not appear to reflect a change in skills, only a need for additional personnel. There were no corresponding decreases for DDS&T.

**CONVERSION TO CAREER EMPLOYMENT STATUS:** This chart is not included in the consolidated APP primarily because the three year career probationary period is being abolished in accord with PASG recommendations. However, for the record, only 3.5% of the professional personnel eligible for the conversion to career status were deferred. The APP does not record the reasons for the deferrals, but we know that many are held up for reasons other than unsatisfactory performance --- LWOP, missing records, extended TDY's and unable to sign the papers, etc.

**SEPARATION LEVELS:** This chart is also provided as an aid to senior Directorate management to assist in meaningful personnel planning by noting the probable losses. Such estimates are an insufficient basis for requirements from the viewpoint of the various offices concerned with separations, i.e., Retirement Affairs, Employee Affairs Branch.

The comment sheets attached to the charts include notes on how the base was established for computing percentages. Many of these bases were only estimates because of the manner in which the charts being compared were constructed. Unfortunately, the grade groupings were not consistent --- i.e., EEO lists GS 12-13, 14-15 and 16 and above for staffing statistics but 12-14 and 15 and above for promotions. It is difficult in these circumstances to prepare comparative percentages. The first page total personnel figures include clerical, technical and professional personnel which poses a problem when attempting to identify any one of the three for establishing base figures. While the lower grades (GS-05 and below) can be considered generally to be clerical, the technical personnel are distributed throughout the grades and the APP does not provide a chart of identifying these employees.

S E C R E T

GENERAL COMMENTS

Some sections of the APP were not consolidated for this presentation. Part II of the original APP is omitted since it would only have contained statistical information on past performance as provided to the Directorates by the Office of Personnel (such as Promotions by Age Groups, Separations of Staff Personnel by category of reasons, Fitness Report Ratings by grade levels, etc.). Although useful as background, it would have added nothing to the plans as presented. The Training Sections, Desired Alterations in Skills, Conversion to Career Employment Status, and Estimated Voluntary Retirees of Part I were not consolidated for the following reasons:

**TRAINING:** These reports consist primarily of lists of courses and numbers of employees to attend them. Because of the varying requirements of the Directorates, these lose all validity when consolidated. Such data should be presented independently by the Directorates if it is felt necessary that these plans be reviewed at the Management Committee or the DCI level. The real purpose of this section in the APP is to alert the Directorate level to their skills requirements and the plans for satisfying them. They do not lend themselves to providing valid information on an Agency-wide basis.

**ALTERATIONS IN SKILLS:** The Alterations in Skills section also loses validity when presented as an Agency whole. The section was designed to show a change in direction or program which would affect the mix of skills required in a given element. As prepared, only two components, Office of Communications and NPIC, showed a significant change and both indicated the new skills required would be achieved by in-house training of personnel having skills no longer needed, but akin to the new requirement. DDS&T listed an increase for a large number of personnel with certain scientific and engineering skills, but they do not appear to reflect a change in skills, only a need for additional personnel. There were no corresponding decreases for DDS&T.

**CONVERSION TO CAREER EMPLOYMENT STATUS:** This chart is not included in the consolidated APP primarily because the three year career probationary period is being abolished in accord with PASG recommendations. However, for the record, only 3.5% of the professional personnel eligible for the conversion to career status were deferred. The APP does not record the reasons for the deferrals, but we know that many are held up for reasons other than unsatisfactory performance -- LWOP, missing records, extended TDY's and unable to sign the papers, etc.

**SEPARATION LEVELS:** This chart is also provided as an aid to senior Directorate management to assist in meaningful personnel planning by noting the probable losses. Such estimates are an insufficient basis for requirements from the viewpoint of the various offices concerned with separations, i.e., Retirement Affairs, Employee Affairs Branch.

The comment sheets attached to the charts include notes on how the base was established for computing percentages. Many of these bases were only estimates because of the manner in which the charts being compared were constructed. Unfortunately, the grade groupings were not consistent -- i.e., EEO lists GS 12-13, 14-15 and 16 and above for staffing statistics but GS 12-14 and 15 and above for promotions. It is difficult in these circumstances to prepare comparative percentages. The first page total personnel figures include clerical, technical and professional personnel which poses a problem when attempting to identify any one of the three for establishing base figures. While the lower grades (GS-05 and below) can be considered generally to be clerical, the technical personnel are distributed throughout the grades and the APP does not provide a chart of identifying these employees.

S E C R E T

COMMENTS ON THE APP - FY 73/74

The Annual Personnel Plan is a mechanism to assist effective personnel management in that it is designed to focus the attention of senior officers on the development of personnel plans for their respective offices and Directorates. While the format for the presentation is statistical, each office should be able to identify the persons and positions behind the statistics and follow up on the developmental plan reflected in the APP compilation; without this concern for follow up and review, the Plan will serve no purpose. Care must be taken to avoid being entangled in the statistics without an understanding of how they are achieved and what they really say.

The first page, APP Table 1, is a consolidation at the Agency level of the consolidated Directorate plans. While this particular format for consolidated data is useful for presenting information at the office level and to some extent at the Directorate level, it loses much of its meaning at the Agency level. As prepared here it provides the combined statistics of the Directorate plans for the FY 74 ODS and position ceiling, including the planned promotions and resultant grade distribution. The Consolidated Losses and Gains section is of limited usefulness. These sections reflect the reduction of 118 in ODS by the end of FY 74, but the other information in the statistics is basically hidden. For example, we cannot identify the planned EOD data from other sources in the APP; the reassignment numbers in the lower grades do not match the number of clericals programmed to be brought aboard during FY 74. These sections primarily reflect the moves within the individual Directorates and there are no true losses or gains comparable to the overall figures cited.

With the exceptions noted below, comments on the other consolidated reports are attached to the various comparative charts which show the Directorate break-outs for the Tables.

Desired Alterations

We have not prepared a consolidated report for this section. There are no apparent major program changes planned which would require new personnel or reductions of types of employees already on board. IAS and the Office of Communications are acquiring some newly required skills by retraining employees already assigned. DDS&T has listed a number of increases within their specific disciplines, but none indicate a major change in programs and there are no corresponding decreases. [REDACTED] will reduce 45 Info Officers [REDACTED] with a very small increase in computer personnel. As prepared, the section does not provide a clear statement of real "alterations" in skill requirement.

STATSPEC  
STATSPEC

Conversion to Career Employment Status (Professional)

With only 3.5% of eligible personnel being deferred, it would appear we have no significant problem of unsatisfactory personnel. If these same figures were to be compared with the numbers of personnel subsequently determined to be unsatisfactory, and a negative correlation developed, it might be useful to make a review of the manner in which the criteria for approval of Career Status are applied.

Estimated Voluntary Retirees

This chart serves as an aid to the Divisions and Directorates for meaningful personnel planning. It provides no particular benefit overall as the Retirement Division maintains the same information/statistics on a current basis.

Training Sections

We did not consolidate the training requirements or plans. As of now the FY 74 plans should be well underway and a consolidation would serve no useful purpose. However, when the FY 74 training program is completed, this section, on both a Division and a Directorate basis, will provide the base for a review of training plans vs achievements.